

The Resume Guide

Massachusetts Employers

Give Advice, Tips, and Suggestions for
Winning Resumes and Cover Letters



www.Mass.gov/dcs

The Resume Guide

The Resume Guide was created by the Division of Career Services (DCS) with the help of over 50 employers in Massachusetts. Employers across the state were interviewed to learn about their preferences regarding resume content and style. Their testimony illustrates that employers view resumes differently today than they did in the past.

We would like to thank the employers who assisted us in this project. We also appreciate the efforts of numerous DCS administrative and field staff in the development, review and production of the Resume Guide. We thank them for their dedication and commitment to delivering applicant services throughout the Commonwealth of Massachusetts.

This guide highlights how employers screen resumes and what employers like to see in today's resume. The guide has a dual purpose:

1. To be utilized by DCS and Career Center staff for current resume information.
2. To be utilized by DCS and Career Center customers for creating a new resume or enhancing an existing one.

A Word to the Job Seeker

When you respond to a job opening, it is likely that your resume will be placed in a pile with possibly hundreds of other resumes. The increased number of resumes received by companies forces employers to restructure the methods utilized in the prescreening process. This guide addresses issues a job seeker must consider in order to write an effective resume. Keep in mind that the goal of a resume is to get an interview. An effective resume pleases the employer and therefore gets put in the pile for interviewing. This guide outlines employers' advice. It is easy to read, practical and to the point.

This guide will help you develop a resume that:

- ✓ Focuses on your accomplishments
- ✓ Highlights your strengths
- ✓ Has the appropriate format
- ✓ Addresses special circumstances
- ✓ Creates and emphasizes your selling points

The One-Stop Career Centers offer many services related to resume development including resume writing workshops and computers for typing your resume. To find out more, ask your Job Specialist or inquire at the reception desk at your local Career Center.

The Resume Guide Outline

Chapter 1	How to Write an Effective Resume	4
What is an Effective Resume?	Making a Great First Impression.....	4
	Getting Started	5
Chapter 2	Making the First Cut	6
Advice from Massachusetts	Mail Your Resume Early.....	6
Employers	Should You By-pass Human Resources ?.....	6
	Networking Tips and Facts.....	7
Chapter 3	Start Thinking Like an Employer	8
Creating Your Resume	Self Assessment: Defining the Marketing Product	9
	More Power to Your Skills	9
	Choosing a Resume Format.....	15
	Objective and Summary Statements	15
	Chronological Format.....	16
	Functional Format.....	17
	Combination Format	18
Chapter 4	Career Changers.....	21
Special Situations	Looking for a Job in a New Industry	21
	Employment Gaps.....	22
	Job Hopping.....	23
	Older Workers.....	23
	College Graduate	24
	Summer/Part Time/Youth Employment.....	24
	Military Experience	24
	Homemaker.....	25
	Incarceration	25
	Physically Challenged	25
	Self Employment.....	25
Chapter 5	The 10 Most Common Mistakes	32
Helpful Hints for Improving	What to Omit on Your Resume.....	33
Your Resume	An Employer Critique.....	34
	Appearance and Layout.....	35
	Proofreading Tips.....	35
Chapter 6	Overview	36
Winning Cover Letters	Employer Tips	36
	Broadcast Letter	37
	Executive Briefing	37

What is an Effective Resume?

How to Write an Effective Resume

Employers who contributed to this guide represent large and small companies from diverse industries across the state. Most employers explained that they skim resumes quickly and appreciate only those that are easy to read. An effective resume highlights the qualifications an employer is looking for and makes it easy for the employer to find these qualifications. A resume should sell your skills, experience and accomplishments to the reader with little effort. The employer will be looking for a match between the qualifications and skills needed to do the job and your experience. An effective resume increases the employer's interest enough so that you are called for an interview. A resume can get you the interview, but you must get the job!! Resumes are only the first step. The likelihood of getting a job offer will depend on your interview with the employer and your ability to demonstrate how your skills fit the company's need.

Employer Viewpoint . . . "I don't have a lot of time. Usually, I skim the resume in 10 to 30 seconds looking at your last jobs, position titles and companies. Try to keep the resume to one page, list your jobs in reverse chronological order, don't give me jobs way back in your work history that aren't pertinent to what you are doing now."

David Roemer, Human Resource Manager, Strawberries Records, Inc.

Making a Great First Impression

Effective resumes have the following characteristics:

- ✓ Powerful accomplishment statements, not just a list of job duties and functions.
- ✓ Strongest skills and qualifications listed in the first half of the resume.
- ✓ Position titles and places of employment that stand out (bold or underline).
- ✓ Skills and qualifications that are relevant to that position. Each resume should be tailored to the job for which you are applying. (Generic resumes are not effective.)
- ✓ Listing the most important facts first. (In school, we were taught the way to write an interesting story was to list the most important facts first so that the reader's motivation was enhanced. The same rule applies to resumes.)
- ✓ A layout that is clean and professional. No typographical or grammatical errors.

Getting Started

Below is a list of helpful hints for getting started:

- ✓ Attend the Resume Workshop offered at your nearest One-Stop Career Center.
- ✓ Seek out current job search books on the market.
- ✓ Solicit advice from the Job Specialist and/or Employment Counselor at your One-Stop Career Center.

Employer Viewpoint . . . “Remember, if you write your own resume, it will sound like you. It will say what you want to say. You will be more familiar with its contents.”

Glenn C. Woodbury, Senior Human Resource Specialist,
Boston Edison Company

Begin by asking yourself some questions about your work history, where you want to go from here, and what you have to offer. Some initial questions are:

- What kind of job do I want?
- Which industry do I want to work in?
- What skills are needed for the job I want?

To answer the questions above, it is necessary to research industries and employers. You must understand your audience to market your skills effectively. Researching the company is beneficial because the more you know about a company the more you can emphasize aspects about yourself that will appeal to that employer. If you are successful at this in your resume, your chances of landing an interview increase significantly. For more information on researching companies, attend the Networking Workshop being offered at your local One-Stop Career Center.

Companies are always curious to know more about the person behind the resume. Employers look for specific skills and also cite the ability to communicate and get along well with others as important characteristics. This was mentioned most often by hiring managers in small and growing companies and by managers of product development teams. You can highlight these skills in your resume by tying them into accomplishment statements or you can incorporate them into your cover letter.

Advice from Massachusetts Employers

Making the First Cut

Screening usually takes place in the Human Resource Department or the Personnel Department of the company. Employers use similar strategies during the first round of screening. Your resume is scanned for 9 to 30 seconds. During this process, the qualifications listed on your resume are compared with the qualifications listed in the job announcement. Specifically, the company is looking at how well your qualifications match the qualifications listed for the job. The company also looks at your employment record which should include the dates and previous positions. Some employers also review cover letters at this point (see Chapter 6 on cover letters on page 36).

Resumes that pass this initial screening are then sent to the appropriate department head for further review. Sometimes applicants are called for a telephone interview before the resumes are sent for departmental review. Primarily, the phone call is made to check salary requirements and to answer any questions not explained in the resume.

Employer Viewpoint . . . "In the health care industry, we have to be especially rigid about the qualifications requested in the want ad. If the ad says five years experience required, or if a license is needed, we can't make exceptions. I usually look at employment dates and education first."

Nancy Jolicoeur, Director of Human Services,
Milford Regional Hospital

Mail Your Resume Early

Mail your resume as soon as you see or hear about an opening. Usually, human resource managers are under pressure to make recommendations for interviews. Since employers receive huge volumes of resumes after posting the opening, they are more likely to choose the best ten in the first batch of a hundred rather than wait two weeks to choose the best ten from the last hundred.

Should You By-Pass

Human Resources?

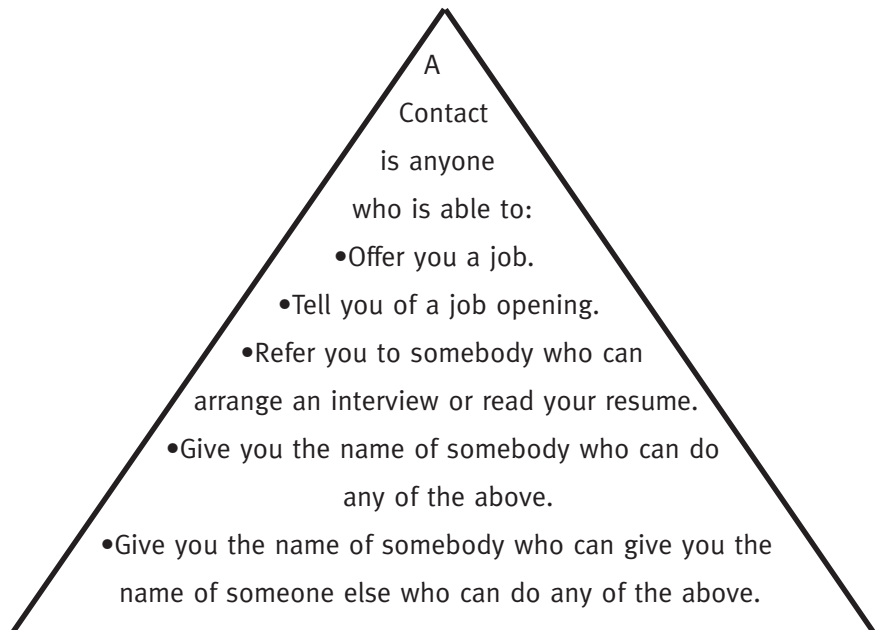
Recent statistics show that most job seekers find employment through their personal contacts. If you have a personal contact in an organization, definitely use him or her! **But also send your resume to the head of the human resource department !!** Many human resource managers complained about job seekers who by-passed their department. Additionally, human resource managers may know of other opportunities in the company or may know of

Networking Tips and Facts

Some companies get approximately 50% of their hires through referrals from within the company. Many companies prefer to interview applicants who have been referred to them from inside the company, so they encourage employees to make recommendations. They will compensate employees who make referrals that result in a hire. Internal recruiting is much less expensive than advertising. Additionally, employees generally will only refer people who will reflect positively on them; therefore, the quality of the candidate is enhanced through internal recruitment. The applicant also has an advantage of making a good presentation because he or she has had the opportunity to learn details about the company through personal contact.

Knocking on the Right Doors

Networking Pyramid



If you are interested in learning more about how to create or expand your job search network, attend a networking workshop at your One-Stop Career Center.

Creating Your Resume

Start Thinking Like an Employer

As a job seeker, you will be successful if you take on the role of a sales person. Your task is to know as much as possible about the product you are selling (your skills and abilities) and the markets you are trying to reach (specific industries and employers). This means developing a marketing strategy. To do this, begin with a self assessment. You must identify what you have to offer and then package it for employers. Once you have identified your skills, abilities, and accomplishments, you must identify the industries you are interested in and target specific employers within those industries.

Examples →

Industry: Electrical

Industry: Technical

Position: Assembler

Position: Assembler

Employers: ABC Company
Profit Corp.

Employers: Bopre & Sons
Tools Inc.

Resumes that are tailored to specific industries, employers, and job announcements are the most effective. In targeting your resume and cover letter to a particular company and job opening, your format and language need to be tailored to match what the employer is looking for. Employers will be more likely to call you for an interview if your resume has language that is familiar to them and lists the qualifications for which they are looking. You can ensure this by paying close attention to adjectives and phrases (buzz words) used in job postings and advertisements.

Tailoring your resume allows you to make a stronger presentation of your skills, qualifications, and accomplishments by selecting those work experiences that are relevant to the employer who is reading your resume. An employer reading a resume that has been tailored to his or her industry/ company/ position, feels a familiarity with the resume and the person who sent it because it looks and reads like those of people who currently work in that company.

Employer Viewpoint . . . "In our business, we look at the resume for the following things in this order: relevant experience and education, truth in advertising, and personal qualities (to the extent that we can judge from the resume), such as competence, maturity, enthusiasm, positive attitude, and likability."

Dr. Jerrold Shapiro, Ophthalmology Program Manager,
Candella Laser Corporation

**Self Assessment:
Defining the
Market Product**

This section will help you begin the process of identifying your skills and abilities that you will market to employers. After completing this step by step self assessment, you will have enough information to include in the resume format of your choice.

The self assessment process is designed to assist you in identifying skills, abilities, and accomplishments. You will conduct a complete review of your experience by listing your work history, identifying your accomplishments, and defining your skills.

1. List your places of employment, military experience, and major volunteer work. Include names and addresses of each organization beginning and ending dates, and positions held.

If you worked in the same company and held more than one position, it is not necessary to repeat this step for each position.

2. State your duties and functions by writing down your major responsibilities and how you spent your time. Consider the skills you used, knowledge you needed, equipment utilized, etc. Write down your biggest accomplishments, projects, and assignments.

**More Power to
Your Skills**

There are two types of skills that employers look for: hard skills and soft skills. Hard skills are those skills that are usually written on a resume, such as computer languages, word processing, years of management and tools utilized. Soft skills are those skills that are conveyed as a result of your accomplishments. Examples of this type of skill are communication and interpersonal skills. To be effective, soft skills should be tied into accomplishment statements. The key to marketing your hard and soft skills successfully is developing effective accomplishment statements.

Writing accomplishment statements can make people feel like they are bragging. However, writing them can be effective without turning the employer off by being boastful. Employers like to have skills and experience written in a straightforward manner, without exaggeration. It is important to select accomplishment statements that are relevant to the position you want. Tailor your accomplishment statements to match the qualifications that the employer wants. Every person who has held a position, whether paid or volunteer, has accomplishments. Even if your task was repetitive and routine, you have had accomplishments!

Use specific examples when you describe your skills -- ones that you are proficient in and are proud of. By doing so, you will be seen as confident and motivated.

Volunteer work can be utilized, when necessary, on a resume. It is important to remember that the work must be relevant to the job you are interested in. Be sure to develop accomplishment statements that reflect your skills and qualifications. In the cover letter you may mention that it is volunteer work or you may mention it in the resume by putting volunteer work in parentheses, after the employer name.

If your volunteer or community service work is extensive, be sure to include the scope of the project, your responsibilities, skills you utilized to implement the project and the result. List the experience in chronological format. It is usually not a good idea to list political or religious organizations in a resume unless you are applying for a job in this type of area.

Be sure to mention the "soft skills" that you have utilized. For example, dependability, energy level and punctuality. You can weave a personal motivation statement or desire to work statement into a cover letter. However, illustrating soft skills is most effective when they are tied into accomplishment statements.

Below are some questions that may assist you in developing effective accomplishment statements.

- Did you introduce a new system? Procedure?
- How did you save the organization money?
- Did you increase production? Improve morale? By how much?
- Did you develop new techniques for getting the job done faster?
- Did you improve the quality of a product or service?
- Did you enhance the life of an individual?
- Did you increase someone's daily living skills?

There are numerous positions where workers deal directly with and for people - teachers, social workers, nursing, etc. - and their accomplishments and/or results are often not quantifiably measurable.

Resume With More Than One Position From the Same Company

ANITA ADAMS
410 North Clover Lane
Florida, MA 00000

PROFESSIONAL EXPERIENCE

Berkshire County Hospital, Pittsfield, MA
INFECTION CONTROL COORDINATOR 1995 to present

- * Expanded, reorganized and updated a clinical hospital laboratory to meet increased demand for laboratory services.
- * Researched and developed an outpatient laboratory services program to increase lab revenue by 15%.
- * Introduced a more efficient system for the Microbiology Department, which allowed an increase in test volume by 30%.

LABORATORY SUPERVISOR 1993 to 1995

- * Reviewed and developed lab tests to be performed in house to save 20% on "sent out" expenses and increased net revenues.
- * Created a computer billing system for all lab tests resulting in a more efficient billing system.
- * Instituted week end coverage as well as overlapping schedules for adequate technical coverage and decreased turn-around time by 12%.

You now have a list of duties and functions you have performed, skills you have utilized, and a sense of your accomplishments. Let's create some powerful accomplishment statements utilizing the PAR MODEL. PAR stands for Problem-Action-Results and is made up of two processes.

First is the **thought process**. Think of a problem you had at work, an area where you knew things could be done better. Write this down. Then recall what action you took to solve that problem and what skills you utilized. Write them down. Then write down the results of your action.

Example →

The problem was that the files were disorganized and unworkable.

The action I took was to rearrange the files using the numeric filing system. The result was I could find files much faster, saving time, thus, saving the company money.

The second process is the **written process** that enables you to develop accomplishment statements that will be used in your resume. You write down the results first, then the action. The result is actually your "success on the job" which an employer sees as a benefit to him or her. In describing results, think in measurable terms: money saved, profits increased, numerical effects, and the impact your action had on people, places and things in the workplace. On a resume, you never write down the problem. Instead, write down the result or outcome of your action.

Example →

Reduced time searching for files by implementing a numeric filing system.

An Example of the P+A+R Model

Problem: Harry works as a Personnel Administrator in a large company which has been having trouble recruiting additional help through regular hiring methods.

Action:

- Identified and analyzed specific hiring needs with key staff.
- Selected colleges to target.
- Set up new computer tracking system.
- Helped develop new follow-up system to extend recruitment effort beyond annual visits.

Skills:

- Communication
- Creativity
- Management (ability to take project and "run with it")
- Complete follow-up

Results:

- Increased new hires by 35% by designing and implementing a creative new college recruitment program.

An Example of a P+A+R Resume

Executive Summary

Extensive experience in finance, merchandise, and information systems. Proven record of accomplishments and increased levels of responsibility in the development and implementation of operational and strategic systems. Highly skilled in developing solutions to business and technical problems, providing leadership, and working with others to achieve company objectives.

Professional Experience

Montgomery Ward, Chicago, IL

Project Manager

1995 - 2000

- Reduced initial workload from 72 outstanding projects to 21 by completing 115 projects in 18 months.
- Developed and implemented a Stock Keeping Units level allocation system which improved promotional in-stock position by 15%.
- Directed the development of new mark-down planning system for apparel division resulting in a 25% reduction for end-of-season markdowns.

Senior Financial Analyst

1989 - 1995

- Provided financial and logistical evaluation of relocating distribution facilities which resulted in a \$35 million reduction in expense.
- Produced financial statements for long range plan and monthly variance analysis for senior management.
- Projected the short-term debt levels and the interest expense for \$1 billion commercial paper borrowings.

Business Analyst

1987 - 1989

- As internal consultant, performed statistical evaluation of distribution facility logistics and catalog merchandise operations.

Education

University of Illinois, M.S., Finance

1986

University of Kentucky, B.S., Management Science

1985

CPA qualified (Illinois)

1989

Technical

IBM mainframe experience in OS/MVS/XA environment. Programming experience in COBOL, SQL/DB2, Focus, SAS, Fortran and various PC packages.

Listed below are other examples of the PAR model for writing accomplishment statements.

- Increased sales 30% by creating new markets.
- Reduced staff turnover by designing new benefit program for employees.
- Saved the organization sixty thousand dollars by automating the payroll department.

Notice that each accomplishment statement says just enough to get the employer's attention. The statements intentionally leave out information to tantalize the employer enough so he/she calls you in for an interview. Also notice in each accomplishment statement, the result is connected to the action by the word "by". Try to develop at least three accomplishment statements for each position you held. Remember that in order for accomplishment statements to be effective, they must be relevant to the qualities the employer is looking for.

Your accomplishment statements will be more powerful if you use action words to begin each statement. Action words are the verbs which describe the skill you used to accomplish a task. Review accomplishment statements to evaluate the effectiveness of the words you have used. Be dynamic! Use action words like: implemented, designed, created; not passive words like: responsible for and duties were. Always be consistent with the tense your resume is written in. Choose either past or present tense and be consistent. However, if you are writing about a current job, use the present tense.

Employer Viewpoint . . . "When competing with other job seekers, it is important to make your experience count. I pay attention to resumes that are well written. In particular, I'm impressed with job descriptions that show accomplishments. It gives me a better idea about how the applicant will make a contribution to my company."

Rick Fox, Director of Human Resources , West Lynn Creamery

List your education and professional training. Include places attended, dates, certificates and diplomas received. Highlight any specific areas of study or training which are relevant to the job you are applying for. Only those organizations and professional affiliations that relate and are relevant to the position you are applying for should appear on your resume. **(Hobbies, personal information, marital status, and age do not belong on today's resume.)** Do not include education information in your work experience section.

Finally, writing REFERENCES AVAILABLE UPON REQUEST is optional. This is a matter of your personal preference, employers assume that if it is not written on your resume that you will give them your references during the interview.

Employer Viewpoint . . . "When I read the work history, I want to see what you did without a lot of extra verbiage. I like to see title and dates first, then company and job description. The work experience has to match what I'm looking for. When I have to work to find information, I tend to get annoyed with the applicant."

Judith Hayes, Director of Human Resources, Pilgrim Health Care

What Employers Say About Choosing a Resume Format

There are two basic resume formats:
CHRONOLOGICAL
and FUNCTIONAL

The chronological resume lists jobs in order, starting with the most recent job you held and working backwards. Functional resumes group accomplishments under specific areas of skills and abilities. The other resume formats are a combination of these two basic types. **Most employers today prefer a chronological resume.**

Always begin a resume with your name, address, and telephone numbers (work and home, if possible). This information should be centered in the middle of the top of the page and your name should be **bold face** so it stands out. If you do not have a telephone, find a phone number where you are confident you will receive all your messages in a timely fashion. In addition, there are companies that provide telephone services for a fee.

Employers surveyed explained that they did not like flashy writing, bright colors or resumes with pictures on them. Also, they do not want your resume enclosed or encased in plastic or in a folder. It is too much work to get at the resume. The exception to this is someone seeking a marketing or high level sales position. Employers generally agreed that they like a lot of white space and a professional presentation.

There are three elements (listed in order of importance) that make more of an impression on an employer than any resume you could put together:

- An influential networking contact who speaks highly of your skills, qualifications, and personality.
- Accomplishments and skills that match the position.
- A dynamic presentation of yourself to the employer.

Most employers do not read objective statements. **Ninety-five percent of the employers who contributed to this guide recommended that you do not use an objective.** However, when discussing objective statements, employers agreed that if you use one, make it direct and to the point. Not too broad yet not too narrow. Everyone wants a challenging position which utilizes their skills. This is not an appropriate objective statement. Stating the occupation you are seeking and being industry specific is more effective.

Objective: To obtain a position as a legal secretary in real estate law.

Objective: Seeking an administrative/managerial position in a non-profit offering opportunity for professional growth.

Objective: To obtain a materials management position in a dynamic high-technology manufacturing company.

Objective: An individual contributor as a systems/analyst/programmer in commercial data processing environment.

Some employers suggested that job seekers incorporate their objective into the cover letter. If you use an objective statement, there is no need for a skills summary at the top of your resume. Concerning skills summaries at the top of a resume, employers generally agreed on key points. Whether you utilize skills summaries or not is a personal preference. If you do use one, make sure:

Objective and Summary Statements

Some Examples of Objective Statements →

- You put only the skills that are relevant to the position you are applying for.
- The skills should also be linked to the job they were performed in.

Employers do not want to work to find your skills and accomplishments. One hundred percent of the employers we talked to said the first thing they look for in a resume is the particular skills and experience they need in your two most recent jobs. Do not bury information in lengthy or wordy paragraphs. Explain your skills and accomplishments in simple terms. Bullet points are recommended; however, paragraph form is acceptable.

Example of a Skills Summary →

Summary: Experienced laboratory professional with in-depth knowledge of all technical administrative functions of a clinical laboratory.

- Implemented a new quality system which facilitated a faster and more accurate means of inspection, saving \$50,000 per year.
- Coordinated the hospital-wide Infection Control Program, including surveillance and evaluations of all infections.

Some job seekers like to utilize summary statements at the top of their resumes. Employers prefer this method only if you are highlighting hard skills like hardware or software knowledge, word processing, or other specific skills. If you utilize a summary statement, be sure to incorporate accomplishment statements which are quantifiable. These accomplishments must relate to your work history and also to the job you want to get.

Chronological Format

The focus of a chronological resume is time. Employers, when viewing a chronological resume, glance at the dates first. They are looking at how long you have worked at one place and if there are gaps in your employment history. If your work history shows that you tend to get a job and stay there for several years, the chronological resume is for you!

Benefits of using a chronological resume:

- Emphasizes work history and longevity
- Traditional and most widely accepted among employers

If you have large gaps in your work history or have had a number of jobs in a short amount of time (less than two years at each position), or are changing careers, a functional resume or a combination chronological/functional resume may be more effective.

Employer Viewpoint . . . "I prefer the reverse chronological format because I review at least 50 to 100 resumes every day. I don't have an abundance of time, and therefore, look for those candidates whose resumes most closely reflect the experience we currently seek for our open and upcoming requisitions. We always keep all resumes on file for future positions."

Deborah Kanter, Employment Manager, EMC Corporation

Key points to remember when using a chronological resume:

- Detail only the last three to five positions or employment covering

Functional Format

the last ten to fifteen years.

- Detail three or four accomplishments in each position with the most relevant ones in the top half of the resume.
- Show promotions, increased status and increased responsibility.
- Keep your resume to one page when possible, never more than two pages (unless writing a curriculum vitae).

See page 19 for an example of a chronological resume.

A functional resume displays accomplishments, skills and qualifications by grouping them into functional areas. It is a new format to the market and therefore not as popular as a chronological resume.

Benefits of a functional resume:

- Focuses on skills rather than lengths of employment
- Career change positions and employment gaps do not stand out

The majority of employers who were surveyed agreed that they prefer chronological resumes. In fact, some employers said they will not even read a functional resume. This is a serious drawback to using a functional resume. When there are more people than jobs, employers have more people to choose from and are therefore less likely to interview an applicant who submits a functional resume. If, however, you have changed careers, have gaps in your employment, or have job hopped, you may want to use a functional resume.

Key points to remember when using a functional resume:

- Select three or four general skill areas.
- Utilize accomplishment statements that are relevant to the position you are applying for and put those at the top.
- Include an educational/professional affiliation section.
- Create an employment history section that lists position title, company name, city, state, and dates of employment.
- If you have no work experience or a spotty record, list your employers/experiences, leaving out employment dates entirely, but be prepared to talk about this at the interview. Put this section at the bottom of the resume after educational information. If your chronological resume is not working for you, try a functional one. People are getting interviews deviating from the traditional formats. However, there are usually other contributing factors such as networking contacts or unique skill qualifications.

Outplacement consultants interviewed by the National Business Employment Weekly (NBEW), in an article written in May 1990, recommended functional resumes for people who are in the following circumstance: professionals who are re-entering the work force after interrupting their careers to raise a family, to go back to school, or to change careers. Also included were professionals who have utilized their expertise in a wide variety of unrelated projects. The NBEW suggests that functional resumes help "show areas of expertise and affiliations" by focusing on two or three skill areas.

See page 19 for an example of a functional resume.

A suggested format for career changers is the reverse chronological resume. This resume is useful when the job you are applying for requires different skills or simply the same skills but with a different emphasis. The reverse chronological resume starts with a qualifications statement, then the education section and ends with the employment history. This format allows you to market your transferable skills in the qualifications statement.

Employer Viewpoint . . . “I used to review resumes while driving between appointments. The job applicants had to make a quick impression, because I skimmed resumes at quick shots while driving. If it looked like it was too hard to read, or if it was messy and unprofessional looking, I didn’t even bother reading it, and it was tossed into the back seat.”

Anonymous Employer, Greater Boston Area

A combination resume often looks like a functional resume, however, it is actually a chronological resume which lists accomplishments in functional skill areas. This information comes before the work history section.

Combination Resumes

Benefits of a combination resume:

- Allows for more flexibility and creativity in marketing your skills.
- Helps target your resume to a particular job or employer.

Employers tend to view combination resumes the same way they view functional resumes. Generally, employers prefer to see accomplishment statements tied into the specific job they are related to. Functional and combination resumes place accomplishment statements in their own section, separate from the relevant jobs. Most of the employers who participated in this survey do not like accomplishments lifted out of your work history. Job seekers like to use combination resumes because of their flexibility. You can take the best features of a chronological resume and a functional resume and combine them into one resume. If you do decide to utilize a combination resume, here are some guidelines and key points to remember:

- Include a summary statement at the top of your resume summarizing your accomplishments that are relevant to the job you want. Quantify when possible.
- Insert your employment history next, utilizing the chronological format (be sure to include dates of employment). Link your summary statement with your employment history. However, do not repeat the information.
- Follow the chronological format for the remaining information.

See page 20 for an example of a combination resume.

Chapter 4 of the guide addresses some challenging areas of resume writing. If you are interested in learning how to represent gaps in employment, volunteer work, incarceration, homemaker experience, having little or no experience, or career change information in your resume, turn to page 21.

An Example of a Chronological Resume

THOMAS B. JOHNSON
439 South Adams Street
W. Bridgewater, MA 02331
(508) 378-9999

OBJECTIVE: Manager of Credit and Collections

EXPERIENCE: **H. P. Hood Inc., Boston, MA**
CREDIT MANAGER 1995 - 2000

- * Managed a credit and collection portfolio of food service, distributor, military and other government related accounts comprising a regional sales volume of \$150,000,000 and over 2,000 accounts.
- * Contributed in reducing days sales outstanding by as much as eight days.
- * Coordinated, organized and implemented a new set of invoicing procedures with a major school system resulting in the reduction of total payment time by 45%.
- * Developed, designed and implemented vendor and bank credit inquiry letters.

Quinol Industries, Inc., Quincy, MA
CREDIT MANAGER 1991 - 1995

- * Managed an accounts receivable portfolio of petroleum distributors and home delivery dealers throughout New England totaling over 500 accounts and an annual sales volume of \$80,000,000.
- * Brought previous collection turns from 75 days to present average of 38 days, turning sales increase to cash in less than 40 days.
- * Planned, negotiated and secured a four way cross corporate guarantee from a well known high volume Massachusetts based petroleum dealer.

Emerson and Cummings, a division of W. R. Grace & Company, Norwood, MA
CREDIT and COLLECTIONS SUPERVISOR 1981 - 1991

- * Managed an accounts receivable portfolio of the company's Dielectric, Microwave and Flotation Divisions comprising an annual sales volume of \$30,000,000 in the electronics industry.
- * Hired, trained and supervised a staff of six full time employees and handled 6,000 to 10,000 diversified accounts.
- * Reduced bad debts by as much as 15% through an improved monitoring system and quicker inter-department pursuit.

EDUCATION: **Data Corporation, Boston MA**
Introduction to MOS-DOS and Lotus 1-2-3

Northeastern University, Boston MA
B.S. in Management with Honors

Dun and Bradstreet, Inc., New York, NY
Certificate in Credit and Financial Analysis

PROFESSIONAL AFFILIATIONS: New England Association of Credit Ex

An Example of a Functional Resume

PATRICK A. JONES
10 Main Street
Haverhill, MA 01830
(508) 372-6967

MANAGEMENT

- * Successfully managed 5 departments with 4 direct and 75 indirect reports within a 500,000 square foot distribution facility.
- * Managed all operations successfully in a 22,000 square feet supermarket with 3 direct and 50 indirect reports.
- * Managed 12 specialty stores successfully throughout Western Massachusetts.

TRAINING/DEVELOPMENT

- * Trained and developed supervisors, department managers and store managers.
- * Developed a color code system that enhanced efficiencies and productivity in the geographic shipment of merchandise.
- * Initiated customer awareness program that was instrumental in increasing store sales by 100% over a two year period.

PRODUCTION

- * Widely experienced in improving worker productivity.
- * Directed the successful start-up of two departments which increased facility volume by 20%.
- * Established new work methods for power equipment operators which increased their productivity by 25%.

ACCURACY CONTROL

- * Wrote procedures for the processing of merchandise that reduced the error rate to 505 of the established standard.
- * Reduced complaints from store management and purchasing by 60% on the receipt of their supplies by the institution of new policies.
- * Annually revised, monitored and assured the attainment or undercutting of departmental budgets.

WORK HISTORY

1997 to present T. J. Maxx, Framingham, MA
District Manager

1989 - 1997 The Farm Stand Corporation, Everett, MA
Processing Manager

1985 - 1989 Big L Discount, Holbrook, MA
Store Manager

EDUCATION

Marlboro College, New Hampshire
B.S. Business Administration

An Example of a Combination Resume

GEORGE L. AMPLE, 3 Haverford Road, Southboro, MA 01456, (508) 485-9999

Extensive Materials Management experience, including Plant Manufacturing Supervision and Divisional Planning Responsibilities. Background in the start-up of domestic and international manufacturing facilities.

EXPERIENCE

Kendall Healthcare Products Company, Mansfield, MA 1983 - 2000

MANUFACTURING MANAGEMENT-SENIOR PLANNER, 1991 to 2000

- * Selected to a special Materials Management project team that consolidated four domestic plants with multiple technologies into a new 230m square, 1,100 employee Focused Cell manufacturing facility in Tijuana, Mexico.
- * Directed and led with the design and implementation of the IMREX-Forecasting and Distribution Requirements Planning modules for major product lines with annual sales of \$80 million and 500 SKU's.
- * Developed and implemented corrective action program on master production scheduling, materials requirements planning and shop floor control. Reviewed and analyzed performance to plan variance that improved customer service by 75%.

DIVISIONAL PLANNING MANAGER, Boston, MA 1986 to 1991

- * Supervised the Sales Forecast, developed and implemented Production Plans and Master Production Schedules for two plants with a complement of 400 hourly, 100 salaried staff on a seven day production schedule.
- * Directed the Inventory Investment of \$5 million that achieved 15 turns/year - double the industry average.
- * Developed and implemented Capacity Resource Plans that achieve short and long range business plans.

CORPORATE MATERIALS MANAGEMENT STAFF, BOSTON, MA 1983 to 1986

- * Administered a task force that instituted a formal methodology on Production Planning, Scheduling and Inventory Management for four weaving plants. Achieved a \$500,000 cost reduction goal.
- * Directed and implemented sales forecast, MPS, MRP, inventory levels and distribution requirements planning for 500 SKU's representing an inventory investment of \$15 million.

EDUCATION

B.S., Industrial Management, Southeastern Massachusetts University
American Production and Inventory Control Society
(Completed two modules towards certification)

Special Situations

This section examines areas of resume writing that are potentially challenging. The goal is to provide you with ideas, suggestions, and advice on how to handle these special issues.

Career Changers

Employers admit to being picky and giving preference to the applicant whose experience and expertise are in the same industry or who has work experience in a company that is similar to theirs. Entering a new career or new industry is not impossible, it just requires planning, researching, and perseverance.

First, you need to identify the skills that can be transferred into the new industry, field, or company. Then you must identify specific employers within the new industry that need someone with your skills, qualifications and accomplishments. If you live in an area where there is a demand for your specific skills, employers will be less hesitant about calling you in for an interview, even though you do not have prior experience working in a similar company.

Once you have identified specific employers, you must research the company to learn about the types of employees they hire, work environment characteristics, company financial picture, and general company/culture information. To the extent that this information is similar to your work experiences, it can be woven into your employment history and accomplishment statements.

If you would like more information on researching companies, attend a NETWORKING workshop or if you would like more information on choosing a new career, sign up for the CAREER EXPLORATION workshop. These and other workshops are being offered at many Career Centers.

A suggested resume format for career changers is the reverse chronological resume. This format is useful when the job you are applying for requires different skills than what you have or simply the same skills but with a different emphasis. The reverse chronological resume starts with a qualifications statement, then the education section, and ends with the employment history. This format allows you to market your transferable skills in the qualifications statement.

Looking for a Job in a New Industry

Getting a job in a new industry is not as difficult as changing careers completely. Through research, informational interviewing and networking, you can develop a strong foundation to change industries. Employers have said it is easier to change between industries if you are in the following occupations:

manager	fundraiser	administrative support
educator	accountant	MIS
marketing	sales	finance

Depending on the types of skills you have, it may be possible to gain experience in a new industry through short term contract work. This provides you with the opportunity to learn more about the industry while simultaneously creating networking contacts.

If you are in an industry that is hit hard by a recession, sometimes there are more opportunities for you in another industry.

When writing your resume and cover letter for the employer in a new field, focus on the skills that are easily transferred from your prior job. You must first analyze what you did in your former position and the skills that you utilized (see the "Self-Assessment" section on page 9). Then you can realize how those are the same skills necessary to do the job you are seeking.

In some cases you will have to acquire new skills through training, either on the job or through a training course. In changing industries, you may be using a combination of old skills that you already have brought with you to the new job and new skills that you will need to learn.

In researching a new industry, be aware of the skills that are needed and the ones that you have. Then focus on this common link and be sure to emphasize it in your resume and cover letter. You will write a better resume and stand a better chance at getting an interview if you can demonstrate the employer's need for you! Whenever possible, highlight previous skills and experience in accomplishment statements that are relevant to the new industry and/or occupation. Make a connection between your past work experiences and the new position you are seeking. Talk about aspects of your previous employment that match the necessary skills needed in the occupational area that you are pursuing (example on pages 26 and 27).

Employment Gaps

There is no real simple solution to the problem of gaps in employment and resume writing. Employers themselves express conflicting viewpoints on how to address periods of unemployment. Statistics show that most adults have either experienced unemployment themselves or have close family or friends who have. Therefore, some employers have an understanding of employment gaps due to job seeking and tend to be more comfortable with these gaps.

Employers naturally scrutinize resumes for gaps and become suspicious when they find them. They do not agree on the best way of handling gaps in employment nor could they provide an example of a resume that successfully treated gaps.

Most employers prefer to see an explanation of employment gaps in the cover letter. Some suggested that job seekers incorporate a two or three sentence explanation in the body of the resume. However, very few of them had ever received resumes offering this type of information. Employers did comment that most job seekers do not address gaps in employment in the cover letter or the resume.

Employers did say that if your skills are in demand and/or you have quality networking contacts then gaps in employment become less significant. Also, they look at the length and number of your employment gaps. The more gaps you have and the longer they are, the more of a disadvantage it is to you. Employers have a tendency to view gaps in employment for women with less suspicion because they assume it was for child care purposes.

Keep in mind that your goal is to get an interview. Employers generally grant interviews based on their perception of your skills and qualifications and what you can do for their company or organization. Therefore, you want employers to focus on your skills and accomplishments. In the interview, be prepared to explain your gaps in employment in a positive light.

Job Hopping

There are some professions where it is acceptable to have numerous employers or many short term jobs. Construction and temporary employment are two examples. In most cases, however, having numerous jobs in a short amount of time will be detrimental to your job search. It is a serious issue for employers because of the cost of training you and then replacing you. Employers may label you a job hopper if you only stay with a company for a short time.

If there has been a particular reason why you held many different jobs, mention this in your cover letter. One example is "hot and cold" industries such as politics or construction. Additionally, if you have been laid off due to a lack of work and that is why you have held several different jobs, be sure to mention this in your cover letter as well.

Emphasize why you are committed to working long term in the job you are applying for. Highlight a common set of skills that you have utilized and that the company is seeking. Also, highlight what your former employers liked most about you.

Use a combination or a functional resume format. If you held more than one job in a year, list only the job that is relevant to the position you are applying for, when possible. If you have held similar jobs, summarize them under one period of time in your employment history. This would be possible only if your work was contractual or you were working for a temporary agency. (example on page 27)

Older Workers

Recently, mature workers have found the labor market tough to enter or re-enter. Some employers tend to hire a college graduate and train rather than hire an already trained worker. There is considerable savings in payroll at the expense of experience and expertise. Mature workers must focus on how they are going to benefit the company. How will you save the company money? Time? Resources?

The most critical component of the job search is not to get discouraged! Persevere!! Always remember that if you feel an employer has discriminated against you because of your age, do you really want to work for that person?

Networking should be a top priority to the older worker. Be sure to place a lot of time and energy in developing and following up with networking contacts. Never mention your age in your resume or cover letter. Also, leave out dates of graduation from high school and college if you feel that this will enable someone to determine your age at a glance. However, never leave dates of employment out because this creates suspicion on the part of the employer (example on page 28).

College Graduate

College graduates are being recruited by major companies and the resume is the tool for getting the first interview. College graduates must tailor their resume to the desired position. Any experience which used the hard and/or soft skills necessary to do the job you are applying for should be incorporated into your resume (example on page 28).

Summer/Part-Time/ Youth Employment

If you are re-entering the work force or just coming out of college, you may have to include summer or part-time work. This is effective provided that the experience relates to the job you want. It is important to demonstrate through accomplishment statements that you have the skills, abilities, and qualifications to do the job. If you were working part-time for more than two years list these jobs in the chronological sequence. Use the cover letter to explain part-time work situations or indicate that it was part-time work on the resume by putting "part-time" in parentheses after the employer's name.

Young people with little or no work history should review their work experience and emphasize part-time employment, volunteer work, and extracurricular activities, such as clubs, team sports and elected positions. Stress your accomplishments and highlight areas or activities that demonstrate positive and motivational attitudes that are important to employers. Employers are looking for people who are flexible and adaptable. Demonstrate your ability to solve problems, think through a situation, complete tasks, and to be solution oriented. Stress that you are self-directed and will require minimal supervision. Most of all convey to the employer that you are reliable, dependable, and have strong basic work habits (example on page 29).

Military Experience

Concerning military experience, the *National Business Employment Weekly* (NBEW) states that the most common resume writing challenge for veterans is converting their military experience into marketable skills for the civilian work force. It may be difficult for veterans to choose experiences that exemplify their particular skills because a lot of veterans have had varied military backgrounds. It is important to select and match the skills and qualifications to the skills and qualifications that are necessary to do the job for which you are applying (example on page 29). If you are a veteran, be sure to seek out the Veterans Specialist at a One-Stop Career Center.

Homemakers

Employers do not expect you to give an account of your years unemployed while bringing up your family. It is to your advantage to identify other types of activities you were involved in and the type of skills, qualifications, and accomplishments you have to offer. Consider the employer and the position and then try to bridge your skills with the needs of the employer. It is important to keep the employer focused on how you will specifically contribute to the organization. Emphasize your skills that are directly related to your workplace qualifications.

When you have little full-time work experience, or have been unemployed a long time, part-time and volunteer work should be emphasized. Additionally, any training courses or education programs you have attended should also be highlighted (example on page 30).

Incarceration

Many people are concerned about how to answer the question "Have you ever been convicted of a felony?". The answer that many ex-offenders choose to use is "Yes, will discuss at interview". This method gives you the opportunity to respond truthfully and prompt the employer into meeting with you personally so you may explain your circumstances and address any concerns the employer may have. Leaving this question unanswered is not recommended because it alerts the employer and can create unnecessary suspicion.

Lying is never recommended because it will more than likely be discovered at some point and then the employer will have grounds for dismissal. Lying on either a resume or an application is grounds for dismissal.

If you were recently incarcerated, and you furthered your education and/or upgraded your skills during this period, be sure to include this information in your resume (Example on page 30).

Physically Challenged

Always remember that the purpose of the resume is to get the interview. Your disability is not important; how well you can do the job and contribute to the company is what must be emphasized. Stress and focus your resume on your most positive skills, experiences, level of responsibilities and accomplishments. Should you have gaps in employment due to your disability, review the section on Employment Gaps on page 22 in this guide. Remember, the employer grants interviews based on the candidate who appears to be the most qualified. It is your job to help the employer focus on your skills, abilities, and accomplishments. In the interview, be prepared to discuss your disability if it relates to the position you are applying for. Be sure to address this issue in a positive manner. (It is not recommended that a special physically challenged resume be used; therefore, there is no example.)

Self Employment

List your consulting jobs chronologically. Employers respond favorably to consulting and contract experience. Be sure to show your enthusiasm and commitment to the work in your cover letter and only highlight those jobs that are relevant to the needs of the employer. (Example on page 31)

As noted previously, the next six pages contain examples of some **SPECIAL SITUATIONS** resumes.

Career Change: Sample Resume

REV. ROBIN A. JUNIPER

P.O. Box 123,
Bourne, MA 02017

(508) 759-1234 (Home)
(508) 946-0222 (Work)

JOB TARGET: **SUBSTANCE ABUSE COUNSELOR**

SUMMARY: More than 15 years of pastoral experience during which a number of healing methods were employed to enable people to respond to their problems "growfully" and to develop good coping skills, support structures and character.

CAPABILITIES: * Develop supportive therapeutic relationships with varied client populations.
* Provide empathetic, supportive counsel to individuals in crisis.
* Plan, organize and deliver effective group presentations in the field of substance abuse.
* Establish and maintain harmonious working relationships with others.
* Prepare general reports and maintain accurate records.

ACHIEVEMENTS: * Counseled and supported families and individuals in crisis while serving a church of over 100 members.
* Developed and presented basic substance abuse and relapse prevention in classes at a 40 bed detoxification facility.
* Provided crisis intervention and counseling in a substance abuse setting.
* Created a resource file for referral of substance abuse clients to inpatient treatment programs.
* Initiated and established a church wide system of small support groups based on AA principles.
* Served as a volunteer leader and area coordinator for Homecoming Groups (Adult Children of Dysfunctional Homes) in Southeastern Massachusetts.
* Utilized conflict resolution skills to compile an outstanding record of customer satisfaction in sales.

EXPERIENCE: Catholic Charities Detoxification Center, Lakeville, MA Substance Abuse Counselor

Quirk Ford Inc., Quincy, MA Sales Manager

Plymouth Baptist Church, Plymouth, MA Pastor

Shawmut Avenue Baptist Church, Brockton, MA Pastor

EDUCATION: Masters of Divinity in Pastoral Ministry, 1984
Gordon-Conwell Seminary, Hamilton, MA

B.A. Philosophy, 1971, Gordon College, W

Additional course work towards certification
"Drugs and Addictions" and "Group Sub
Stonehill College, Easton, MA (Present
"Abnormal Psychology", Massasoit Coll
(Completed 1992)

Changing Industries: Sample Resume

LEONARD B. JAMES
61 Oregon Road
Marblehead, MA 01400
(617) 639-7776

PROFESSIONAL BACKGROUND

Plant Manager
Semline, Inc., Reading, MA 1998 - present

Developed and controlled a \$5 million plant P&I; reduced maintenance and building budgets by 40%.

Managed a plant workforce of 80 union workers and support staff of 9; represented company on union matters, evaluated grievances, and negotiated the first 5 year union contract.

Initiated and supervised the conversion of the HVAC system from oil to gas, which reduced energy cost by 30%.

Instituted an equipment rebuild program, which increased productive daily utilization of equipment to 87 - 92% per day.

Manufacturing Manager 1993 - 1998
Pixley-Richards, Inc., Malden, MA

Managed all secondary operations on three shifts; guaranteed quality and delivery of products to shipping department within a \$2.5 million control-ables budget.

Directed an innovative outside subcontract program called "Homework" with an active work force of 45-55; instituted an in-house "supportive employment" program.

EDUCATION

B.S.B.A, Finance, 1990
Nichols College, Dudley, MA

Additional courses and workshops in Leadership, Time Management and Statistical Process Control.

Changing Industries: Sample Resume

WILLIAM N. SCHNEIDER 83 Mountain Street, Wards Hill, MA 01830 (508) 792-9999

PROFESSIONAL EXPERIENCE

Shawmut Arlington Trust Company, Methuen, Massachusetts

Senior Technical Writer, 1998 - 2000

Managed the conceptual and editorial development of software manuals. Assured that high quality standards for writing and design were met. Supervised clerical duties of assistants.

Technical Writer, 1992 - 1998

Conducted research to assess technical expertise of product users and focused manual format and content accordingly. Worked with software developers and programmers to test and document products, and translate technical data and product specification into readable copy for manuals used by over 100 municipalities.

Honeywell Information Systems, Waltham, Massachusetts

Writer, 1991 - 1992

Interviewed upper level management and wrote about upcoming produce releases, new site installations corporate meetings, and commendable employee achievements for the Customer Service Division Profile, a tabloid distributed to 4,000 employees nationwide.

Freelance Writer/Photographer 1987 - 1991

Specialized in features for the living, Lifestyle, Family, and Sports pages of the Patriot Ledger, Mirror Publications, Memorial Press, Beacon Publishing, Folio Journal.

Conducted interviews and wrote profiles of individuals' experiences and achievements that catapulted them beyond the ordinary. Wrote with sensitivity and responsibility by presenting only the facts. High lighted organizations dedicated to issues of social concern.

The Kingston Voice, Kingston, Massachusetts

Production Assistant, 1986 - 1987

Involved in all aspects of production of small town week wrote headlines, printed photographs, sold ads, wrote an board meetings and met overnight deadlines.

EDUCATION

Boston University College of Communications, Boston
Master of Science, Communication, 1993

Lewis and Clark College, Portland, Oregon
Bachelor of Science, English, 1985

Job Hopping:
Sample Resume

ALYCE B. STRONG

57 Redington Street
Springfield, Massachusetts 01120
(413) 987-6543

EMPLOYMENT:

Metro Media Paging
MAJOR ACCOUNT EXECUTIVE
Springfield, MA
1998 to present

Oversee four service representatives in the establishment and maintenance of major accounts in the financial industry for the nation's number one provider of personal communications products and services. During corporate merger, totally reorganized accounts to achieve pricing parity and planned sales strategies.

Successfully negotiate/renew long-term contracts within a highly competitive market. Utilize a benefit-oriented, cost-justification focused sales approach to market value-added products. Key accounts include Shawmut, Bank of New England, Bay Bank, Aetna, John Hancock, and Flatley.

Omni Communications
ACCOUNT EXECUTIVE
Hartford, CT
1997 - 1998

Established and serviced mid-size accounts throughout the northern part of the State for this leading east coast provider of personal communications products and services. Prepared and delivered individual and small group sales presentations to company Presidents, Office Managers, and Purchasing Directors. Consistently met or exceeded monthly quota. Within first year, ranked 5th of 18 Account Executives including seasoned sales staff.

Bayside Inn
FUNCTIONS MANAGER
Swampscott, MA
1995 - 1997

Coordinated all details of private functions for individual/corporate clients. Supervised staff, ordered supplies, set up physical layout of function room, coordinated menus, and functioned as on-site liaison.

American International Group
COMMERCIAL PROPERTY UNDERWRITER
Boston, MA
1988 - 1995

Sold and administered \$1.5M worth of insurance accounts. Performed direct service to clients; development; analysis, and renewal of accounts; and marketing of new products. Spearheaded award-winning marketing campaign generating \$860K in premium sales, 215% above projected sales. Provided training/troubleshooting to junior underwriters company-wide.

EDUCATION:

SALES SEMINARS
Motorola
Tom Hopkins
1991
1990

NORTHERN ESSEX COMMUNITY COLLEGE
Associate of Science in Liberal Arts
Haverhill, MA

Older Worker: Sample Resume

CAREER OBJECTIVE To obtain employment in any one of the following areas: plastic injection mold-making; progressive punch and die sets; jigs and fixtures; general machine shop work; and/or use troubleshooting skills in old tooling to increase production

SPECIAL SKILLS/ABILITIES

- * Extensive experience with Bridgeport milling machine and lathe; EDM machines; and jig bores.
- * Direct supervision as a foreman in various machine shop functions.
- * Extensive background in repair and/or re-design of tools, jigs, and fixtures.
- * Excellent interpersonal skills which enable operating with small or large work groups.

WORK EXPERIENCE

Midstate Tool and Engineering, Medway, MA 1995 - 1999
SENIOR MOLD MAKER
 Reading and interpreting blueprints for mold maker; supervised two apprentices in this position.

CMS, Pocasset, MA 1992 - 1995
TOOL ROOM FOREMAN
 Worked closely with engineering staff in the design and building of molds, jigs, and fixtures; supervised five apprentices in this position.

H. L. Bouton, Buzzards Bay (Bourne), MA 1989 - 1992
SENIOR MOLD MAKER
 Had direct supervision of two journeymen mold makers in the manufacture of plastic injection molds, jigs, and fixtures.

A. C. Tool Company, Lunenburg, MA 1984 - 1989
SENIOR MOLD MAKER
 Worked with Bridgeports and lathes in building plastic injection molds.

EDUCATION

Worcester Polytechnic Institute of Technology - Worcester, MA
 Associates of Arts degree in Mathematics and Science

Neshoba Regional Vocational Technical High School
 Diploma
 Concentration in mathematics, machine shop and electronics

REFERENCES Will be available upon request.

College Graduate: Sample Resume

OBJECTIVE: To obtain a position in the television or film industry. Developing my profession by combining my educational background with additional practical experience.

EDUCATION: **University of Massachusetts, Amherst**
 Bachelor of Arts, May 1991
 Area of concentration: Television and Video Production
 Communications G.P.A. 3.3/4.0

RELEVANT COURSES: **Communications classes including:** The Programing Process in Television, Advanced Television Production and Direction, Educational Television Workshop, Public Speaking, Modes of Film Communication, History and Development of Motion Pictures, and Electronic Journalism.

CAREER-RELATED EXPERIENCE:

1991-1996 Cramer Productions: Braintree, MA
Duplication Assistant
 Operational duties included running 1/2, 3/4 and 1 inch dubs. Packaging the product, dealing with clients by phone and in person, ordering tape stock and processing monthly billing.

Production Assistant
 Assisted in the production of "Eagles Preview 91," a prime time sports show, produced by Cramer Productions and viewed on WCVB-TV, Boston (an ABC affiliate). Also assisted in commercial and corporate video productions.

Audio/Visual Rentals
 Assisted with the set up and break down of audio/visual equipment for conventions and meetings.

1989 Unicorn Video Productions: Braintree, MA
Internship: Responsible for working on all phases of video production, with emphasis on lighting and equipment set up for shoots. Assisted with the editing process, duplication, and packaging of the final product.

OTHER EXPERIENCE:

1991 Education Loan Services, Inc.: Braintree, MA
Customer Service Representative
 Contacted student loan borrowers via an automated dialing system, helped advise customers, and assisted in the servicing of guaranteed student loans. Awarded Employee of the Month.

1990-1991 Pembroke-Hanover Elks Lodge: Hanover, MA
Assistant Manager
 Varied managerial duties including ordering liquor, keeping inventories, scheduling employees, compiling daily reports, and renting the hall for functions.

ACTIVITIES:

*Member of the University of Massachusetts Communications Club
 *Crew member of the TVN News show - seen locally on the Norwell (MA) Cable Community Channel.

Summer Employment/Youth: Sample Resume

MEAGAN A. JOY
19 PIERCE LANE
PAXTON, MA 01624
(508) 999-1234

EXPERIENCE

Shaws Supermarket, Worcester, MA
CASHIER
Handled large sums of cash transactions with precision and accuracy. Demonstrated enthusiasm in work related projects.
1997 to present

Holden Care Center, Holden, MA
DIETARY AIDE
Effectively organized daily production of meals for over 100 residents and staff members. Maintained strict diet based on individual residents needs. Trained 3+ employees to conduct jobs properly and efficiently. Implemented holiday events for patients.
1995 - 1997

Alba Nursing Home, West Boylston, MA
NURSING ASSISTANT
Assisted in care of patients. Motivated residents through personal relations. Coordinated nightly routines of patients. Performed the distribution and feeding of meals to residents. Evaluated patients well-being and progress for doctors and nurses through written reports and charts.
1995

Witch Dungeon Museum, Salem, MA
ACTRESS
Performed re-enactment of Salem Witchcraft Trials. Lead guided tours providing important historical information. Streamlined history and entertainment with interest to generate excitement in hundreds of tourists' eyes. Maintained control of stage area and audience during tours.
1992 - 1995

Star Market Corporation, Lynn, MA
CASHIER
Attained approximately \$2,000 worth of merchandise.
Demonstrated rare talent for working under pressure.
Responsible for several customer service calls.
1991

EDUCATION

Paxton High School, Paxton, MA
Diploma
1992

Military Service:
Sample Resume

JOHN H. MILLER
534 South Russell Street, Boston, Massachusetts 02015 (617) 567-8910

EXPERIENCE

MULTI-DISCIPLINE MANAGER, DEPARTMENT OF DEFENSE - Experienced in contracting, logistics, and project management in the United States, Europe and Southeast Asia. (U.S. Army officer 1980 - 2000)
Resolved complex problems and successfully managed manufacture, worldwide shipment, and logistical support of M60A2 tanks, a \$130 million weapons development and acquisition project.
Planned and directed multi-year major construction project.
Achieved significant cost and payroll savings while managing annual operating budgets exceeding \$35 million.
Successfully managed facilities, industrial complexes, property and vehicle fleets valued at more than \$500 million.
Award winning training manager. Developed and directed logistics management, maintenance management technical and tactical training courses for Armor branch leaders, technicians, and mechanics.
Recognized doctrinal authority. Integrated logistics support expert and consultant. Author/editor of texts, manuals, articles, and reports.
Certified contracting officer and senior logistician.
Experienced collective bargaining negotiator.
Top Secret security clearance.
Distinguished Member of the Staff & Faculty, U.S. Armor School.

EDUCATION

Graduate -- Resident Course, U.S. Army Command & General Staff College, 1990
Master of Business Administration -- Babson College, 1988
Bachelor of Business Administration -- Georgia State University, 1982

Homemaker: Sample Resume

JANE Q. SAMPLE
214 Exchange Avenue
Medway, MA 02035
(508) 000-1111

SKILLS AND ABILITIES

EMT Trained EMT.
Knowledge of patient surveys, assessing vital signs and addressing medical and trauma emergencies.
Ability to perform splinting and bandaging of injuries.
Certified in the use of oxygen equipment. Hold CPR certification.

CLERICAL Dealt directly with the customer base; responded to customers' concerns.
Evaluated the situation and recommended a positive course of action.
Earned extra revenue for the company by selling products over the telephone.
Contacted previous customers to try to reinstate services.
Totaled up orders and handled all money for service orders.
Monitored and directed telephone calls.
Typed manuscripts, documents, and charts.

LANDSCAPING Provided customer service.
Performed landscaping tasks.
Assisted in the layout and design of patterns to be followed.
Possess knowledge of the tools of the profession.
Operated and maintained tools and equipment.

EMPLOYMENT HISTORY

Color It Green Landscaping, Inc. Hopkinton, MA LANDSCAPER	1998 to present
Chemlawn Lawncare Service, Holliston, MA CUSTOMER SERVICE REPRESENTATIVE/RECEPTIONIST	1995 - 1998
Cadillac, Oldsmobile Center, Ashland, MA RECEPTIONIST/CASHIER	1990 - 1993

EDUCATION

Mass Bay Community College Certificate Emergency Medical Technician
Millis High School, Millis, MA Diploma

CERTIFICATION Commonwealth of Massachusetts EMT certification

REFERENCES Available upon Request

Incarceration: Sample Resume

OSCAR T. OVERBROOK
563A Cedar Street
Walpole, MA 00000
(508) 999-9999

EXPERIENCE

1977 - 1997

Colleejen, Inc. Foxboro, MA
CARPENTER
Performed remodeling, built additions and decks, did sill work as well as siding, roofing, wood and metal framing, and sheetrock work. Also able to do inside finish, cabinets and vinyl replacement.

Hillside Social Club, Wrentham, MA
MAINTENANCE SUPERVISOR
Provided inside and outside maintenance, carpentry, plumbing, painting, wiring and custodial services. Installed alarms, windows, walls, bathrooms, floors, and gutters. Performed lawn care, snow plowing, and parking lot care.

Bill Smith General Contractor, Sharon, MA
CARPENTER/GENERAL LABORER
In a mall, performed custodial and general laborer duties. Also, did metal framing and sheetrock work.

Wekar Incorporation, Mansfield, MA
HANDYMAN
Maintained housing for the mentally ill. On call 24 hours a day. Provided daily general maintenance on the house and the grounds.

EDUCATION

Silver Lake Regional High School, Wrentham, MA
Diploma
Studied cabinet making and home construction

STRENGTHS

Able to work well both independently and with others.

Self Employment: Sample Resume

MALCOLM R. LEWIS

741 Lincoln Pond Road, Brookfield, MA 88888

(413) 888-8888

COMMUNICATION:

- * Created and managed start-up business. Helped clients develop and maintain desired image. Designed and implemented solutions to clients' communication requirements leading to new and repeat business.
- * Instructed personnel in procedures and responsibilities. Organized and motivated others to complete assignments and meet deadlines.
- * Utilized communication skills (verbal, graphic and the written word) to expand understanding among various facets of society.

PROMOTION:

- * Provided public relations services to Boston University, the fourth largest private university in the United States. Promotional efforts encompassed regional, national and international arenas.
- * Represented diverse media conglomerate. Conducted frequent interface with legislative, community and business groups.
- * Developed and directed public relations efforts for employer. Created enthusiasm for employer's programs and accomplishments throughout ten town region.

PLANNING:

- * Coordinated printing schedule in Boston University's Public Relations. Introduced new equipment to streamline procedures; reduced turnabout time and costs. Won goodwill throughout university.
- * Planned production schedules for diverse media conglomerate. Delegated staff assignments. Redesigned office procedures to increase inter-departmental efficiency and profits.
- * Established effective communications with staff and clients. Analyzed technical and organizational problems; provided solutions to keep public informed of employer's programs.

**PROFESSIONAL
BACKGROUND:**

1998 to present

Public Relations Coordinator, Nashoba Hospice, Worcester, MA

1994 - 1998

Commerical Photographer/Media Consultant. Self Employed
Brookfield, MA

1992 - 1994

Photo Editor/Journalist, International Press Group, Springfield, MA

1989 - 1992

Public Relations Agent, Boston University, Boston, MA

EDUCATION:

United World College, Livingston, NY

B.A. in Communication

Additional courses at graduate level in communications, finance and international business.

Helpful Hints for Improving Your Resume

The 10 Most Common Writing Mistakes

A survey of scores of prime employers, career counselors, and employment agencies has identified the most commonly repeated mistakes in thousands of resumes. Here they are:

1. Too long

- Preferred length is one page.

2. Disorganized

- Information is scattered around the page.
- Hard to follow.

3. Poorly typed or printed

- Hard to read.
- Looks unprofessional.

4. Overwritten

- Long paragraphs and sentences.
- Takes too long to say too little.

5. Too sparse

- Gives only bare essentials of dates and job titles.

6. Not oriented for results

- Doesn't show what the candidate accomplished on the job.
- Frequent platitudes disconnected from specific results.

7. Too many irrelevancies

- Height, weight, sex, health, marital status are not needed on today's resumes.

8. Misspellings, typographical errors, poor grammar

- Resumes should be carefully proofread before they are printed and mailed.

9. Tries too hard

- Fancy typesetting, binders, and photographs.
- Exotic paper stocks distract from clarity of the presentation.

10. Misdirected

- Too many resumes arrive on employers' desks unrequested.
- Many have little or no apparent connections to the organization.
- Cover letters would help avoid these problems.

What to Omit on Your Resume

Some of these items are covered in other sections of the guide but cannot be stressed and/or repeated too often. This is our "O" list.

OMIT the date at the top of the resume and the job objective. These go in the cover letter.

OMIT the pronoun "I"

OMIT abbreviations in the body of your resume.

OMIT technical or military terms that will not be understood by those who read the material.

OMIT race, religion and political affiliation.

OMIT matters that are negative or awkward to write about, including the reasons for leaving other jobs.

OMIT availability. (Wait until you have been offered the job.)

OMIT the following miscellaneous details:

Age	Race	Weight
Sex	Height	Health Status
Marital Status	Number of Children	Unrelated Hobbies
Test Scores	Sports Interests	Church Affiliations
Family Background	Home Ownership	Social Security Number
Driver's License	Geographic Preference	Your Picture
Supervisor's name and title	Salary Requirements	

An Employer Critique

To really do a good job critiquing your resume, spend some time understanding the employer's perspective. Massachusetts employers, when reviewing your work experience, look for the following:

1. Are there sufficient years and the appropriate level of experience?
2. Is the work experience in the appropriate areas?
3. Is the candidate missing any critical experience?
4. Does the candidate have sufficient breadth and depth of technical knowledge?
5. Does the applicant have sufficient supervisory, management or leadership skills?
6. Is there a solid record of accomplishments?
7. How does this candidate compare with others currently under consideration?

To know if your resume effectively presents the answers to these questions, have a friend review it by conducting the following exercise.

Review your resume from an employer's perspective.

How easy is it to skim your resume answering the questions above
in less than one minute?

Is the summary statement appropriate for the employer that the resume is being tested for?

Is the information factual and accurate?

- Inaccurate information on a resume or application will catch up to you.
- You will be fired as soon as the inaccuracy is discovered.

Is the resume positive?

Did your eyes become tired reading the resume?

Are there any spelling, typographical or grammatical mistakes?

Appearance and Layout

Most job seekers spend a lot of time worrying about what they are going to write, and too little time paying attention to the final appearance of their resume.

The most important rule concerning resumes is, "The length of a resume is never as important as its marketing appeal." For example, many candidates fold resumes in letter-sized envelopes because they cost less to mail. The employer must unfold the resume before he/she reads it. Take pride in your qualifications. Mail your resume in a 9" by 12" envelope so it arrives in pristine condition. You wouldn't purchase a suit that hadn't been pressed.

As for Massachusetts employers who contributed to the Guide, layout was the number one concern for most of them

What did employers dislike the most about the resumes they received?

- **Too little white space.** The more white space (area on the resume that has no writing on it), the more impact your employment history will have.
- **Information buried in paragraphs.** Employers prefer to read information in your employment history in bullet points (This provides more . . . yes . . . , white space!).
- **Paragraphs and words bunched together.** Information that is crammed into too little space.

Proofreading Tips

The following tips were donated by Glenn C. Woodbury, Human Resource Director at the Boston Edison Company:

- Whether you typed it yourself, or had it written, typed, or typeset, **PROOFREAD!!!**
- Mistakes on resumes can be embarrassing, particularly when it is something obvious, such as your name misspelled. No matter how much you paid someone else to prepare your resume, YOU lose if there is a mistake.
- Proofread as carefully as possible. Get a friend to help you.
- Read your draft aloud as your friend checks the proofed copy.
- * Switch places and repeat this step.
- Next read it word for word to check spelling and punctuation. If you are having it typed or typeset by a resume service or a printer, take the time during the day to proof it.

Winning Cover Letters

Overview

Your cover letter is important and requires your time in writing and proofreading it. An effective cover letter can impress an employer and sway a decision to interview you. A poorly written cover letter can cause your resume to end up in the rejection pile.

The cover letter is your introduction, explaining who you are, where you saw or heard of the opening, why you want the job, and what to look for in your resume. A cover letter can also contain a brief explanation of information in your resume. In addition, you can use a cover letter to explain salary history, career changes, volunteer work, gaps in employment and any layoffs you might have had.

Cover letters usually accompany a resume, but can also be used to inquire about potential openings or as a correspondence to a networking contact. In some cases, cover letters should be used as a marketing tool after careful research has been done on:

1. Industry (growth industries)
2. Competing companies within the industry
3. Individual company
4. Key people in company*

* Send your broadcast letter to key people in the company and highlight skills and accomplishments you feel will help this company's growth or solve a problem they have.

Employer Tips

Employers who participated in this survey recommended that you do everything you can to find out the name of the person who will be reading your cover letter and resume. This always impresses the employer and makes a good impression.

Your cover letter should be three or four paragraphs and limited to one page in length. Some employers suggest the use of bullets to emphasize major points. The first paragraph contains the job title you are applying for and where or how you heard about the opening or your connection to the company. The second paragraph contains the major points you wish to convey to employers. Finally, the closing paragraph thanks employers for considering you and explains what you will do next.

Employer Viewpoint . . . *"Use the same terms/language from the ad or job description in your letter, in this instance, you are allowed to plagiarize. Provide some specifics of interest as to why you are interested in the company or position. Close by restating your interest: end with a statement that you will call for an appointment within a week or two, and then follow-up."*

Glen C. Woodbury, Director of Human Resources, Boston Edison Company

The nature of your cover letter should be confident and positive. Do not overdo it. Be sure not to include any personal testimonials. When discussing skills, make sure they are related to the accomplishment statements in your resume. Like a resume, to be effective a cover letter must be tailored to the industry, the employer, or the position in which you are seeking employment. Your cover letter should have eye appeal. It should be typed and it should match the paper and typeset of your resume. Be absolutely sure that your cover letter is grammatically correct. A cover letter is one way an employer can examine your writing skills and style. A sample cover letter is on page 38.

Also, **be sure to sign your letter!!** (You would be surprised at the number of people who forget).

Broadcast Letter

The broadcast letter is slightly different from the traditional cover letter. It is used when a resume has not been requested yet. If you are targeting networking contacts or people for informational interviews, use the broadcast letter. The intent is to introduce yourself and your skills without sending a resume. On pages 38 and 39 there are samples of broadcast letters.

Executive Briefing

The executive briefing was developed to make it easy for employers to match their requirements to a person's qualifications. It also increases the chances of an applicant getting by the initial resume screening process. The assumption is that the initial screener may not have a thorough understanding of the position being advertised. Also, when employers state specifically what they need in terms of "hard and soft" skills, an applicant can show in an executive briefing - (skill for skill/experience for experience) - exactly what they have in relation to the employer's needs. The format of the executive briefing highlights the job requirements on the left hand side of the page and on the other side of the page is your experience and/or skills that meet those requirements. See page 39 for an example of an executive briefing letter.

Sample Cover Letter

10987 Central Street
Natick, MA 01760

September 27, 1999

Ronald S. Lewis
Human Services Director
Jordan Marsh Company
Shoppers World
Route 9
Framingham, MA 01701

Dear Mr. Lewis,

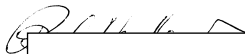
I am most interested in your advertisement for a full-time Sales Associate and feel that my qualifications and experience are well suited to your needs.

For more than five years, I have been involved in retail sales, with three years directly in Men's Apparel. As a salesperson in this department, I dealt directly with customers and provided them with individual "specialized" service.

At your earliest convenience, I would like to meet with you and discuss your personnel needs and how I might contribute to your company.

Thank you for your consideration.

Sincerely



Enclosure

Broadcast Letter

PATRICK A. JONES
10 Main Street
Haverhill, MA 01830
(508) 372-6967

MANAGEMENT

- Successfully managed 5 departments with 4 direct and 75 indirect reports within a 500,000 square foot distribution facility.
- Managed all operations successfully in a 22,000 square feet supermarket with 3 direct and 50 indirect reports.
- Managed 12 specialty stores successfully throughout Western Massachusetts.

TRAINING/DEVELOPMENT

- Trained and developed supervisors, department managers and store managers.
- Developed a color code system that enhanced efficiencies and productivity in the geographic shipment of merchandise
- Initiated customer awareness program that was instrumental in increasing store sales by 100% over a two year period.

PRODUCTION

- Widely experienced in improving worker productivity.
- Directed the successful start-up of two departments which increased facility volume by 20%.
- Established new work methods for power equipment operators which increased their productivity by 25%.

ACCURACY CONTROL

- Wrote procedures for the processing of merchandise that reduced the error rate to 505 of the established standard.
- Reduced complaints from store management and purchasing by 60% on the receipt of their supplies by the institution of new policies.
- Annually revised, monitored and assured the attainment or undercutting of departmental budgets.

WORK HISTORY

1997 to present	T. J. Maxx, Framingham, MA <u>District Manager</u>
1989 - 1997	The Farm Stand Corporation, Everett, MA <u>Processing Manager</u>
1985 - 1989	Big L Discount, Holbrook, MA <u>Store Manager</u>

EDUCATION

Marlboro College, New Hampshire
B.S. Business Administration

Broadcast Letter

NICHOLAS T. DONALD
53 North Street
Williamstown, MA 46320
(413) 855-0293

Dorothy M. Grey, M.D.
The Caring Center
Rt. 107 State Road
Lenox, MA 4630

October 12, 1999

Dear Dr. Grey:

Due to changes in the economy, I have decided to leave the automobile industry and seek new opportunities in the field of counseling.

My strongest skills are:

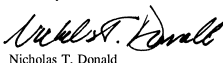
- * Developing supportive, therapeutic relationships with individuals.
- * Providing empathetic, supportive counsel to individuals in crisis.
- * Counseling individuals and groups relative to spirituality and spiritual formation.
- * Planning, organizing and delivering effective group presentations.

Since I have made the decision to change careers, I have:

- * Worked as a volunteer counselor-in-training at the Catholic Charities Detoxification Center in Pittsfield, MA.
- * Completed a course in "Abnormal Psychology" at Williams College in Williamstown, MA.
- * Enrolled in two courses, "Drugs and Addictions" and "Small Group Counseling", at Western Massachusetts Community College, Lanesborough, MA.
- * Served as an area coordinator for the Christian Recovery Association of New England (CRANE) for Western Massachusetts.
- * Joined an Adult Children of Dysfunctional Homes group for personal and professional growth.

I have sent you this material on the chance you might be looking for someone
delighted to meet personally with you to discuss how I might be of service.

Sincerely,


Nicholas T. Donald

Enclosure

Executive Briefing

Rev. Robert A. Harris
96 Acorn Road
Bellingham, MA 02029
(508) 123-4567

November 4, 1996

Matthew Rubinstein
NETWorks
Enable, Inc.
54 Industrial Park, Suite 222
Plymouth, MA 02360

Dear Mr. Rubinstein:

I am responding to your letter of October 27, 1992, addressed to Mr. Leroy Jones of the Department of Employment and Training, which indicates you are seeking applicants for the position of Job Coach. I would like to be considered for this position.

Your Requirements

2 years full-time work in counseling
guidance, or education of the physically,
mentally, or emotionally disabled.

A bachelor's degree or higher
with a major in counseling, etc.

I Provide

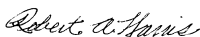
15 years as a minister to churches of approximately
100 members in which I provided many hours of
counseling and guidance for teenagers, adults and
seniors every week.
In addition, I and my wife have raised a diabetic
son (23 years old) and assisted her parents in the
care and management of her mentally handicapped
brother (57 years old).

Masters of Divinity with courses in counseling,
education and administration.
In addition, I just completed a course in "Abnormal
Psychology" and am presently taking 2 courses
"Drugs and Addictions" and "Group Counseling" at
Brown University.

All of the other skills you list I have developed and utilized effectively in a number of settings: Minister, Council On Aging
board member and chairperson, automobile sales manager, parent of three grown children and a substance abuse counselor.

You will find a copy of my resume enclosed with this letter. I look forward to your reply.

Sincerely,



Rev. Robert A. Harris

Enclosure

